

had to prove—as he easily did—that he had mastered all that was in it, and a good deal that was not, before the personage was mollified Over and above this trait, was the fact that both of them knew all that there was to be known about how to use a secretary *Paperasses*, such as had to be retained, the piles of separate sheets on which the perfect note-taker, according to their technique, keeps his notes, the dossiers of all sorts that recorded results of investigations—this lived not on their table but in the files in the Secretary's room Their table was therefoie, each morning, as fair and clear as that of a Minister of the Crown, or great Captain of Industry The bigger the man, the fewer the papers

A daily routine was ordered from the start Very often, in these eaily days, then Secretary, F W Galton, would arrive at Grosvenoi Road for an 8 o'clock breakfast While the table, that function lapidly despatched, was being cleaiecl, the thiee would sit round the fie with cigarettes, and he would be instructed as to the course of the day's work—where he should go for material, whom he should see, what he should prepare for them Often this involved journeymgs into the provinces After he had spent some time in any centre, making preliminary surveys, the partners would go down foi a week end or longer if necessary, to complete the enquiries and see key people, on the spot As a rule however, when Mi Galton went off, either to his den above or to the world without, they sat down

to the table

Among the services for which subsequent students are in their debt is the creation of a technique of social research. That was largely worked out at this period, to be employed by them ever after. Of it they give a most illuminating account in the Preface to *Industrial Democracy* (published in 1897). At this stage they were themselves doing most of the things lying behind their two great books on